

Adm-13.7

16 October 1973

DD/S&T#3323.73

MEMORANDUM

SUBJECT: Policy Guidance on Relations Between Production
Offices and NIOs

1. The purpose of this memorandum is to provide policy guidance for developing smooth and effective working relations between National Intelligence Officers and the intelligence production offices of the Directorate of Intelligence and the Directorate of Science and Technology.
2. The NIO concept is a radical departure from the Agency's traditional way of doing business. Its success depends, in large measure, on the interrelationships between the NIOs and the Agency's production offices. These relationships will require extensive and close cooperation, patience, and a positive attitude on the part of all concerned--especially during those first critical months when the ground rules and operational procedures are being developed and tested.
3. It is our intention that our Directorates will provide the NIOs with the substantive input and support that they will need to do their jobs in the most efficient manner possible. We will insist that all elements of the Directorate cooperate to the fullest extent. In order to be sure that we are fully responsive to the needs of the NIOs and that the appropriate analytical resources are made available for this purpose, line channels will be used for levying tasks on components of either Directorate.
4. You should realize that the NIO arrangement should provide our analysts with services and contacts that can facilitate the accomplishment of many aspects of this mission. We are

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determined that the production offices take full advantage of these opportunities. These include NIO assistance in improving the responsiveness of collectors; the assembling by NIOs of all elements of the community concerned with important intelligence problems to participate in seminars and substantive exchanges; and the leadership of NIOs in guidance to task forces created to produce NIEs, NSSMs, and the like, as well as intelligence support in crisis periods. They should also provide comprehensive feedback and guidance from consumers of our product.

5. The core of the problem is to ensure that NIO, as a staff organization, is able to carry out its assigned missions effectively, and that it works through existing line organizations without disrupting or supplanting established channels of command and control. The preservation of these distinctions places on the NIO system a requirement for disciplined and restrained procedures based on heavy reliance on existing institutions. It places on the line organizations an equal requirement to be fully supportive and responsive to the needs of the NIOs.

6. With the view to fostering a working relationship that will promote the NIO concept, the following guidelines are suggested:

Substantive Support

a. Just as our Directorates are the Director's staff for substantive intelligence production, they should play the same role for the NIOs who, in their fields of specialization, are the Director's alter ego. Production offices will have two major substantive responsibilities:

(1) Providing ongoing intelligence support to the NIOs in their assigned areas of responsibility.

(2) Providing the DDI and DDS&T intelligence input to those DCI action papers staffed by NIOs.

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7. To implement 6. a. (1):

- The Directors of production offices, in consultation with the NIO concerned, shall appoint specified analyst(s) who will be responsible for providing that substantive paper required to support the NIO in his assigned area of expertise on a daily basis.

8. To implement 6. a. (2):

- The NIO assigned responsibility for a DCI action paper shall, in consultation with the Deputy Director or Associate Deputy Director concerned, nominate a CIA line officer who will be responsible for the execution of the project.
- These officers will, in consultation with the NIOs, be responsible for the preparation of terms of reference and production assignments, including community participation as required.
- The completed projects will be submitted to the DCI through the NIOs after approval by the responsible line officers.
- In the case of projects requiring community coordination or USIB approval, the NIO will control the procedures for attaining such coordination, relying on the designated CIA line officer for drafting assistance.

Publication Support

9. The NIO system should have in its support staff adequate editorial capability to handle the qualitative aspects of production. On the mechanical side, however, there is no need for the NIO

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structure to create its own capability since the existing publication units in the Agency have sufficient capabilities to provide typing, proofreading, graphics, and printing services to the NIO system.

10. The type of close support that line officers can provide to the NIOs lessens significantly the need for all NIOs to have staff assistants. NIO reliance on line units does, however, present some unique staffing requirements which the line offices must provide. These would include:

- The "TDY" assignment of line officers to serve as assistants to NIOs for those periods when the workload is extraordinarily great.
- The designation of qualified senior CIA line officers to serve as alternate NIOs during periods of extended absence such as illness, leave, or foreign travel.

CARL E. DUCKETT
Deputy Director for Science
and Technology

EDWARD W. PROCTOR
Deputy Director for Intelligence

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NOTE FOR THE DIRECTOR

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FROM : Deputy Director for Intelligence

SUBJECT: NIOs and Production Offices

1. Attached is a statement which Carl Duckett and I propose to issue to our production offices to spell out guidelines for supporting the NIOs. We would like you to read it from two points of view:

a. To obtain your general concurrence in the procedures that we intend to set up to ensure substantive support to the NIO system, keeping in mind that these procedures are not iron-clad, particularly in times of crisis.

b. To weigh the support implicit in these procedures against the staffing requirements for the NIO system. It would seem, at least in the beginning stages while both the NIO system and our support procedures are being tested, that it would not be necessary for each NIO to have a full time assistant. I believe this is particularly significant at a time when we have a number of

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bidders for obviously scarce personnel resources. Because the NIOs' performance depends so heavily on good substantive support from line components, our preference would be that the first priority in allocating these scarce resources be given to the production components. We also need to keep in mind the impact that a large NIO staff will have on the competition for the very limited space resources in Headquarters.

2. I would like to discuss this paper with you at your earliest opportunity.

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EDWARD W. PROCTOR
Deputy Director for Intelligence

Attachment:

Policy Guidance on Relations Between
Production Offices and NIOs

cc: Mr. Carver
Mr. Duckett

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